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FILE

Training 3-1

DD/S 70-1183

26 MAR 1970

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
General Counsel
Inspector General

SUBJECT : The Career Training Program

1. As announced at the 11 March 1970 Deputies' Meeting, the Executive Director-Comptroller approved the attached Career Training Program paper. Also approved was the recommendation of the Director of Training that copies of the paper should be distributed widely and at least to Office Directors in the Intelligence, Science and Technology, and Support Directorates and to Staff and Division Chiefs in the Clandestine Service. It is hoped that the paper will be available at the level where immediate supervision of Career Trainees is most likely to take place.

2. Forwarded herewith to each addressee are copies to permit distribution as indicated above. Additionally, copies are being forwarded to Heads of Independent Offices.

SIGNED R. L. Bannerman

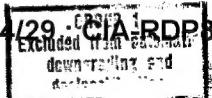
R. L. Bannerman
Deputy Director
for Support

Attn

cc: Deputy to the DCI for NIPE
Director of National Estimates
Legislative Counsel
Director of PPG

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ADD/S:JWC:ms (24 Mar 70)

Rewritten: DD/S:RLB:maq (25 Mar 70)

Distribution:

Orig - DD/I w/atts*

1 - Ea following adse w/atts*

1 - DD/S Subject w/background

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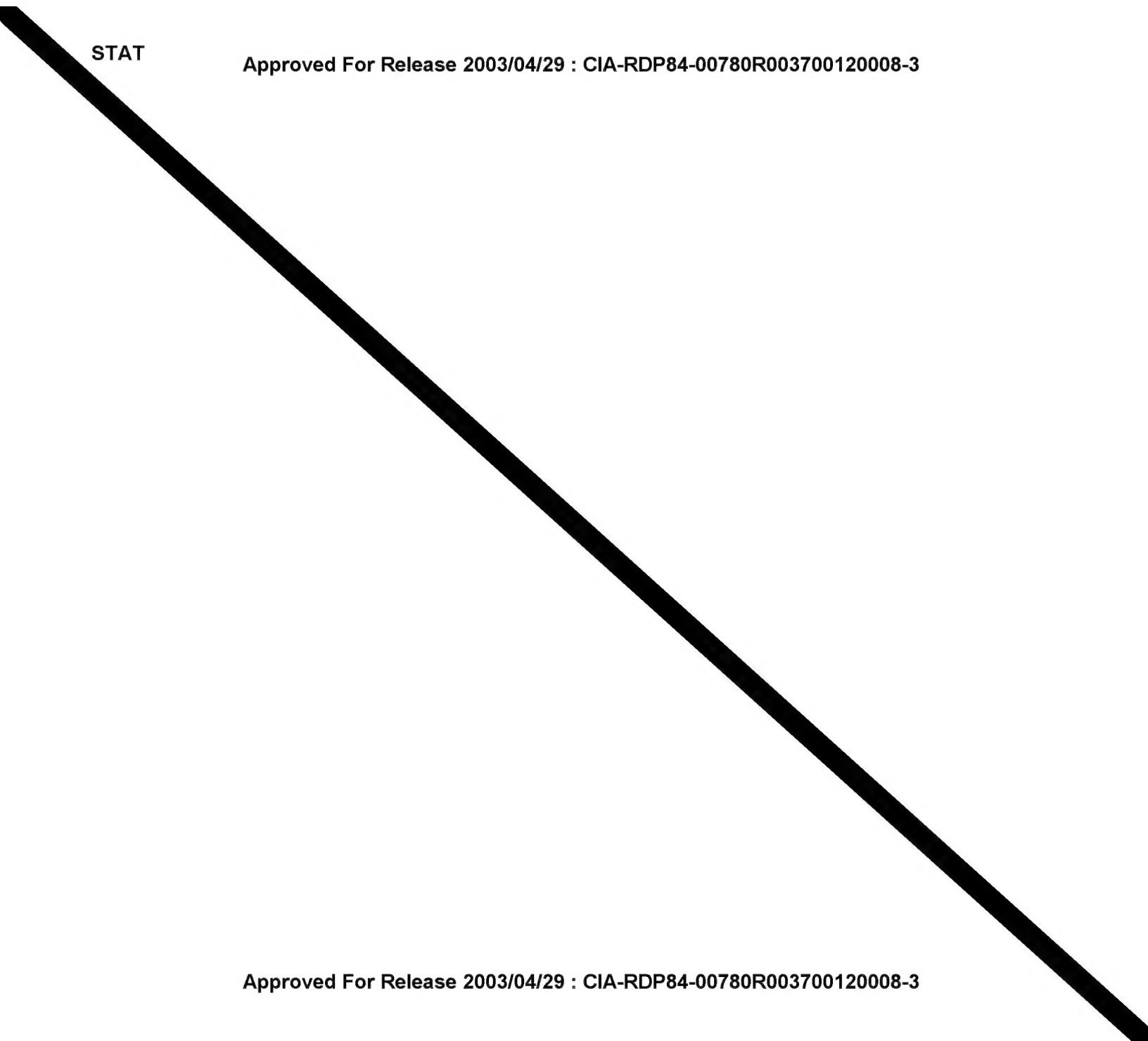
1 - Director of Training

*Distribution as follows:

DD/I	13
DD/P	18
DD/S&T	9
GC	1
IG	1
D/DCI/NIPE	1
D/ONE	1
LC	1
D/PPB	<u>1</u>
Total	46

Total 46

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Deputy Director for Support
Office of Communications
Office of Finance
Office of Logistics
Office of Medical Services
Office of Personnel
Office of Security
Office of Training
Support Services Staff
[redacted]

Office of National Estimates
Deputy to DCI for NIPE
O/PPB
Inspector General
General Counsel
Legislative Counsel
DP

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13 Deputy Director for Intelligence
Information Requirements Staff
Special Research Staff
COMIREX Staff
Office of Basic & Geographic Intelligence
Office of Current Intelligence
Domestic Contact Service
[redacted]

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NPIC
Office of Economic Research
Office of Strategic Research
Central Reference Service
Imagery Analysis Service

memo to info & dir

9 Deputy Director for Science & Technology
Office of Computer Services
Office of ELINT
Office of Research & Development
Office of Special Projects
Office of Special Activities
Office of Scientific Intelligence
FMSAC
Special Intelligence Staff (SPINT)
SPS

18 Deputy Director for Plans
Africa Division
European Division
Far East Division
Near East Division
Soviet Bloc Division
Western Hemisphere Division
Covert Action Staff
Counter Intelligence Staff
Central Cover Staff
[redacted]

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Foreign Intelligence Staff
Records Integration Division
[redacted]

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Missions & Programs Staff
Operational Services
Clandestine Service Personnel Staff

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS		DATE	INITIALS
1	DD/S			
2				
3				
4				
5				
6				
	ACTION	DIRECT REPLY	PREPARE REPLY	
	APPROVAL	DISPATCH	RECOMMENDATION	
	COMMENT	FILE	RETURN	
	CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
Executive Director-Comptroller	9 Mar 70

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Executive Registry
70-1126

DD/S 70-0779

100-1000

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Revised Proposal on the Career Training Program

1. This memorandum contains in paragraph 4 recommendations for your approval.
2. Following the discussion of the revised Career Training Program (CTP) at the Deputies' Meeting on 9 January 1970 only the DD/P had significant suggestions for discussion. These were taken up in detail in a meeting in which the DD/S, DD/P, ADD/P, DTR and C/OPSER participated. That meeting resulted in a revision of Mr. Cunningham's paper dated 12 November 1969 which was the basis of the Deputies' Meeting discussion. Mr. Cunningham prepared a memorandum dated 18 February 1970 (attached) which presents the original revision (Tab C), the new final proposed revision (Tab B), and the essential differences between the two (Tab A).
3. Mr. Cunningham's memorandum also points out the desirability of completing action on the new CTP statement so that the paper can be appropriately distributed prior to completion on 27 March 1970 of basic training for the Class of January 1970.
4. It is recommended that you approve:
 - a. The revised CTP paper (Tab B);
 - b. Its distribution and use as described in paragraph 2 of Mr. Cunningham's 18 February 1970 memorandum.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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5. Action to change [redacted] will be pressed after distribution of the new paper.

[redacted]
John W. Coffey
Acting Deputy Director
for Support

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Att: Memo dtd 18 Feb 70 for DD/S fr
DTR, subj: The Career Training
Program (Revised) w/atts

The recommendations contained in paragraph 4 are approved.

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[redacted]
L. K. White
Executive Director-Comptroller

9 Mar 70
(Date)

A-DD/S:JWC:maq (5 Mar 70)

Distribution:

Orig - Adse w/att (for return to DD/S)
1 - ER
1 - ExDir-Compt
1 - DTR
1 - DD/S (w/h)

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DTR-4603

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70-737

BB 1576

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The Career Training Program (Revised)

1. My review of the Career Training Program has now been completed. The attached "Statement of Purpose and Plan of Operation", dated 18 February 1970, incorporates the recommendations of the Deputy Directors, particularly those of Mr. Karamessines and yourself and is submitted for final approval. A summary of the revisions made in the paper is attached in order to facilitate your review.

2. Time has become a matter of considerable importance now. The Class of January 1970, for which we have been planning to initiate the interim assignment phase, will complete its basic training on 27 March. In order to move effectively into this phase, it will be necessary for senior officials and working supervisors throughout the Agency to be familiar with the over-all purpose and plan of the Program by the time we approach them concerning the interim assignments of individual trainees. Consequently, authority is requested for release at the earliest possible date of copies of the paper describing the Program. I believe that these should be distributed at least to the Deputy Directors, to their Office Directors and, in the Clandestine Service, to Staff and Division Chiefs. Ideally, the paper should also be available at branch chief level where the immediate supervision of trainees is most likely to take place.

3. This paper endeavors to convey a complete description of the Career Training Program. To my knowledge the Program has not been described so comprehensively nor in such detail in any paper for Agencywide dissemination. I regard this as particularly essential in view of the fact that many misconceptions and archaic ideas prevail throughout the Agency about the Program. This statement, hopefully, will provide more accurate and current perspectives. Should further

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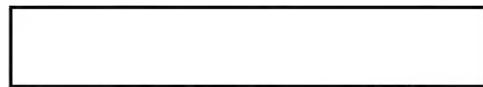
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SUBJECT: The Career Training Program (Revised)

explanations be considered desirable in the interest of better understanding and cooperation throughout the Agency, however, this might best be accomplished through briefings given at an early staff meeting of each of the Deputy Directors. Chief, Career Training Program or myself would be pleased to provide whatever explanations may be wanted.



HUGH T. CUNNINGHAM
Director of Training

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Atts

- A. Outline of Revision
- B. CTP Statement, 18 Feb 1970
- C. CTP Proposal, 12 Nov 1969

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18 February 1970

An Outline of Revisions of the Paper
"The Career Training Program -- A Proposal"
(dated 12 November 1969)

The paper, "The Career Training Program - Statement of Purpose and Operation", dated 18 February 1970 contains the following notable changes from the 12 November proposal:

Paragraph II. Management: Revised completely to specify the prerogative of a Directorate or Career Service to:

- a. determine the placement of a Career Trainee within its own structure;
- b. reject a Career Trainee judged not suitable for assignment;
- c. manage the Career Trainee along the lines of a short-term development plan devised in consultation with the Career Training Staff.

Paragraph IV. Appointment Grades and Promotion Policy:

Subparagraph A. is revised to provide for only one promotion for Career Trainees and to specify that subsequent promotions will be based on norms established by the Career Service into which trainees transfer from the Program.

Subparagraph E. is added to specify that the new promotion policy is to commence with the Career Training Class of January 1971 in view of the fact that understandings about the existing two promotion policy already have been reached with trainees selected for the July 1970 Class and with candidates awaiting our selection decision for that class.

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Paragraph V. Training: Subparagraph A. has been revised slightly to indicate that any change in the duration of the present three-month basic training cycle will be in the direction of shortening it.

Paragraph VI. Early Career Development:

Subparagraph A. 1. is revised to convey more clearly the nature of consultation between the Career Training Staff and Directorates in determining a trainee's general career projection in the Agency.

Subparagraph C. 1. is revised to reiterate the prerogative of the Directorate or Career Service to determine the assignment most appropriate for a given trainee.

Subparagraph C. 3. is deleted as the provision has already been stated in Subparagraph B. 2. above.

Subparagraph D. 1. and 2. are revised to provide that the trainee may remain on assignment in Career Training status for a period up to a year but may, by mutual agreement between the component and Career Training Staff, be transferred to the component's career service before the expiration of the year.

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18 February 1970

The Career Training Program

Statement of Purpose and Plan of Operation

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement and not supplant, the Agency's direct hiring of professional specialists.

II. Management

A. Selection and Training of Career Trainees

Responsibility for the selection and training of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from and consults with the Executive Director-Comptroller and the several Deputy Directors.

B. Assignments to Career Training Staff

The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and developing the initial placement of junior careerists. Such assignments should be of a rotational nature.

C. Initial Placement and Early Career Development

1. It is the responsibility of the Career Training Staff to recommend initial placement of Career Trainees within the Directorates based on their background, training record, specific qualifications, results of interim assignments, and suitable openings.

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2. Actual placement of Career Trainees is the responsibility of the Directorate or Career Service officials following consultation with representatives of the Career Training Staff. The component reserves the right to determine the suitability of the trainee for career assignment and to accept or reject him accordingly.

3. The Directorate or Career Service is responsible for early career development of the trainee based on a general plan devised in consultation with the Career Training Staff at the time of assignment.

4. The assignment is not confirmed nor the trainee accepted into the Career Service until the component is satisfied about the suitability of the trainee and the appropriateness of the assignment.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity; evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades

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become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. Thereafter, a Career Trainee will be promoted according to norms established by the particular Career Service into which he is accepted.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will become no less favorable for that group so long as it is on the current roster of the Program.

E. The first Career Training Class to which the above promotion policy will apply is that of January 1971.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U. S. in world affairs and its international activities; the purpose and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. Duration of this cycle normally will not exceed three months and may be shortened depending on evolution of content, teaching methods, and evaluation techniques. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of

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basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with component officials, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with an appropriate representative of the unit to which the trainee is assigned to acquaint him with the trainee's background, to discuss what each of them believes is achievable during the period of assignment in terms of the trainee's contribution to the work of the unit, and to provide a basis for familiarizing and evaluating the trainee during the period. Success in this depends upon the degree to which supervisors accept the responsibility to ensure experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

1. Upon the trainees' successful completion of the basic training cycle and interim assignments, a determination is made about the most appropriate career projection (Directorate) for each trainee. In making such determination, the Career Training Staff relies upon judgments of component representatives about their projected needs for junior officers and about a particular trainee's suitability as a result of their exposure to him during interim assignment. Also taken into account are the trainee's qualifications, training and interim assignment performance; psychological evaluation; and the trainee's preferences to the extent they are consistent with the Agency's needs and his own qualifications.

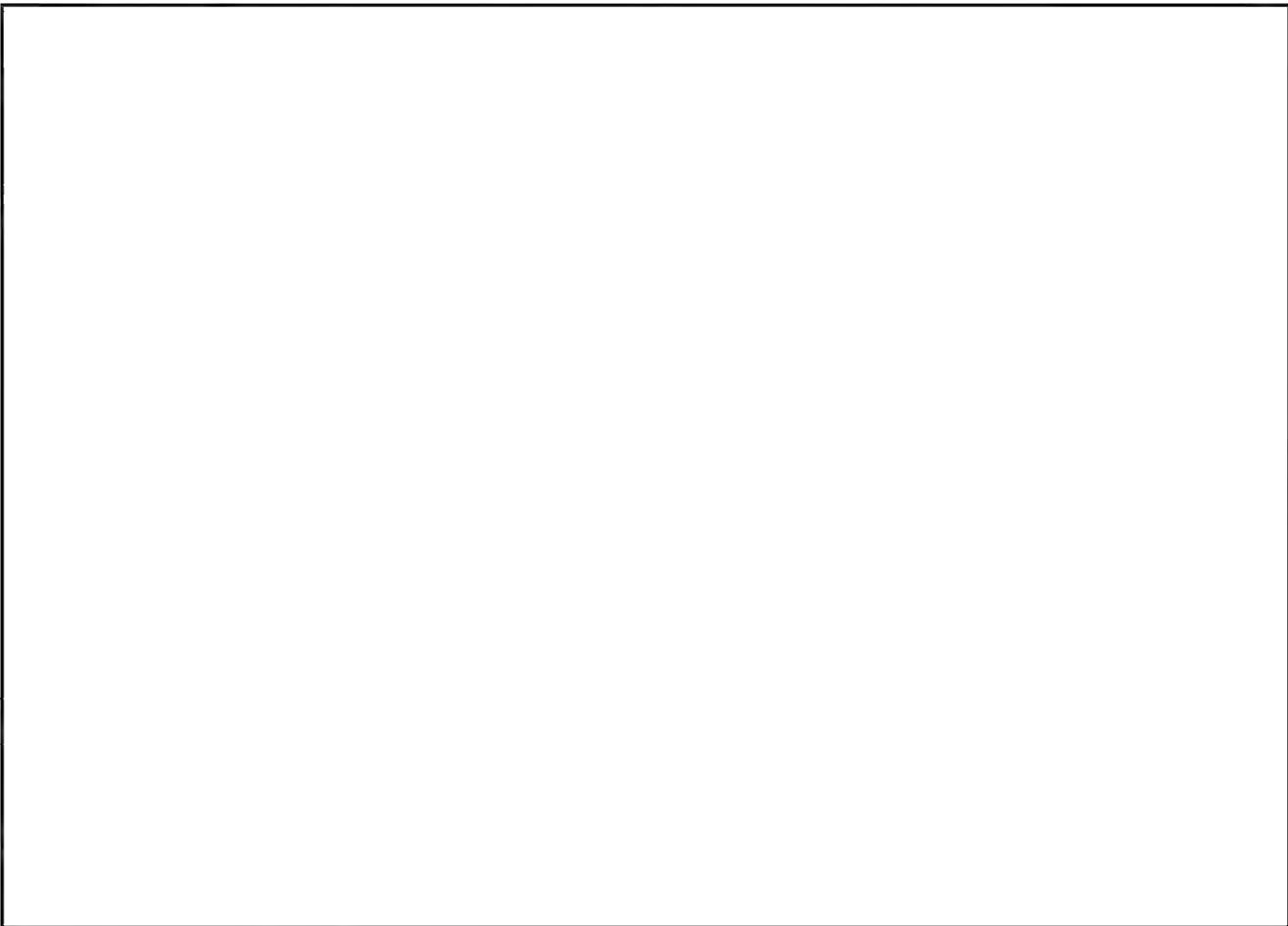
2. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case. The determination about a given trainee's career direction is not irrevocable but can be changed in the light of subsequent developments, particularly with regard to his performance in advanced training or initial assignment.

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C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed training sufficient to satisfy requirements for his being assigned on a full-time basis, the Career Training Staff notifies officials of the appropriate Career Service or Directorate of the trainee's availability and requests that he be considered for assignment which would best match the trainee's qualifications with the component's needs. It is the prerogative of the component to determine which assignment is most appropriate for a particular trainee.

2. An essential element in the effective implementation of the assignment, however, is the opportunity for personal consultation between the Career Trainee's Program Officer and his projected supervisor. The Program Officer is charged, first, with providing to the supervisor pertinent information about the trainee's background, performance to date, and personal characteristics. In addition, the Program Officer and supervisor together should devise a practicable short-term plan for the use and development of the trainee, including where feasible additional Agency and external training.

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D. Monitoring the Assignment

1. Once placed in his initial assignment, the trainee remains in Career Trainee status until appropriate officials in the operating component are satisfied that he is properly placed and eligible for transfer into the component's career service. Action to this end should be taken not later than one year following the assignment and can be accomplished earlier, if mutually agreeable. During this period both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about the trainee's effectiveness and his suitability for career development in the component.

2. If experience during this period reveals unsatisfactory aspects to the assignment, corrective action may be undertaken. Such action can include remedial training, reassignment within the component, and return to the Career Training Program for reassignment or separation from the Agency, as appropriate.

3. Once the Career Trainee is accepted by a Career Service, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as from other students, to assess the validity of its training programs.

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12 November 1969

The Career Training Program - A Proposal

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement, and not supplant, the Agency's direct hiring of professional specialists.

II. Management

Responsibility for the selection, training, initial placement, and early career development of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from, and consults with, the Executive Director-Comptroller and the several Deputy Directors. The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and assigning junior careerists. Such assignments should be of a rotational nature.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity;

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evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. They become eligible for a second promotion approximately one year from date of the first, again subject to satisfactory performance.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will apply to that group so long as it is on the current roster of the Program. It is essential that promotion policy for Career Trainees be observed uniformly throughout the Agency.

V. Training

A. Basic

All Career Trainees will receive a course of instruction designed to familiarize them with current and projected world problems; the role of the U. S. in world affairs and its international responsibilities.

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and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. This cycle is presently twelve weeks long but may be modified as developments make appropriate. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with officials in operating components, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with the trainee's projected supervisor to acquaint him with the trainee's background and to fix upon a planned use of him allowing for some degree of responsible work and providing a basis for evaluation of his performance. Success in this depends upon the degree to which supervisors accept the responsibility to ensure meaningful and challenging experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

With findings in mind from the trainees' basic training and interim assignment performances, a determination is made by the Career Training Staff, in consultation with the trainee, about the most appropriate

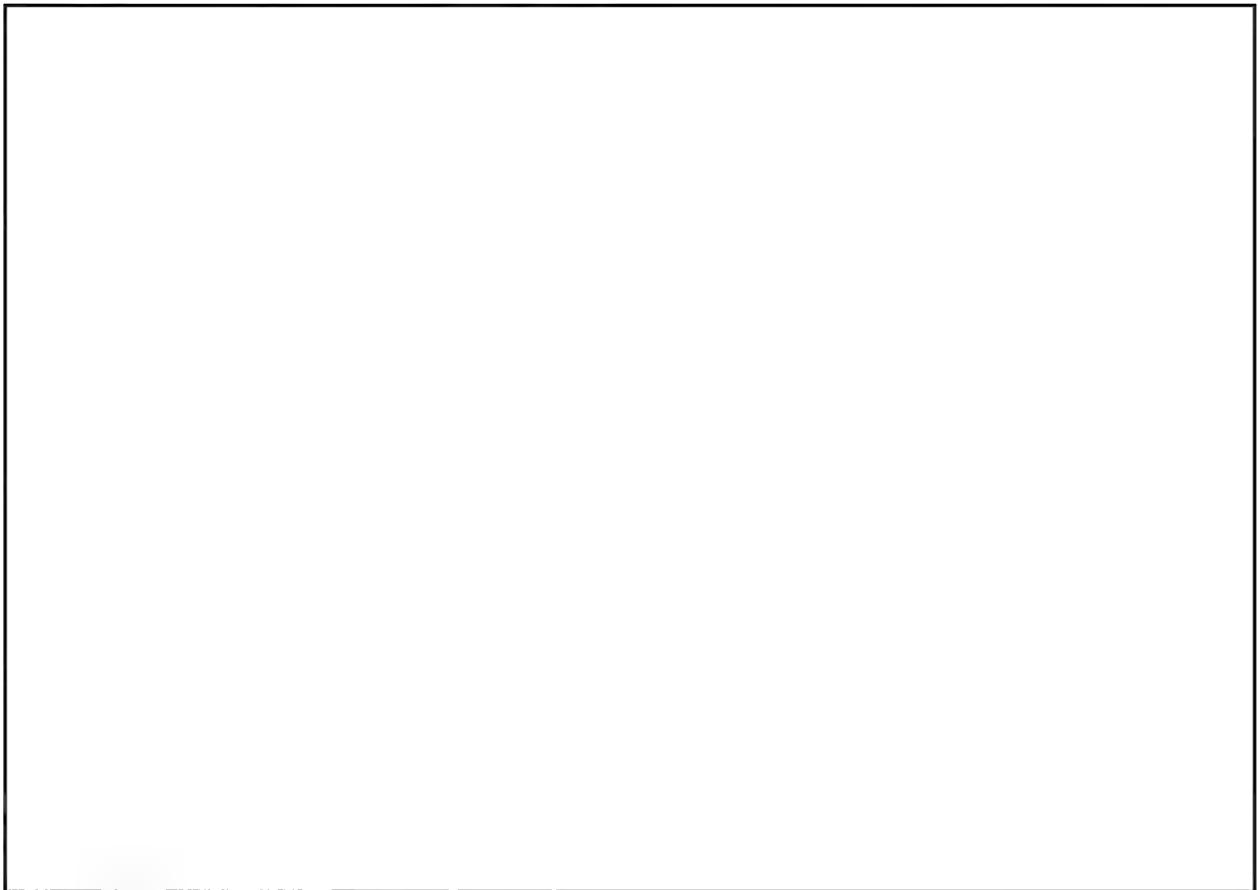
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career projection (Directorate) for each trainee. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case.

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B. Advanced Training



C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed sufficient training to satisfy requirements for his being assigned, a representative of the Staff confers with officials of an appropriate Career Service or operating component to determine the particular assignment which would best match the trainee's qualifications with the component's need for junior officers.
2. An essential element in the effective implementation of a proper assignment for the trainee is personal consultation between the Staff representative and the projected supervisor. The Career Training Staff

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representative is charged, first, with providing pertinent information and discussing the trainee's evaluative records with the supervisor, and second, with devising together with the supervisor a two- or three-year use and development plan for the trainee, including where feasible additional internal and external training.

3. In some instances, advanced training will take place prior to the trainee's being assigned, and in other instances it may be deferred to a more appropriate time.

D. Monitoring the Assignment

1. The trainee normally remains in Career Trainee status during the first year of his initial assignment. During this time both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about his effectiveness and his suitability for career development in the parent component. Adjustments can be made as dictated by circumstances and after discussions with interested officials. These adjustments include modification of assignment, remedial training, reassignment within the component or elsewhere in the Agency, or separation from the Agency.

2. If by the end of one year there is mutual satisfaction with the assignment and the proposed development of the trainee, he is transferred from the Career Training Program into a regular Career Service for further development as a professional officer.

3. Thereafter, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as other students, to assess the validity of its training programs.

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DD/S 70-0779

MEMORANDUM FOR: Executive Director-Comptroller

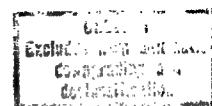
SUBJECT : Revised Proposal on the Career Training Program

1. As a result of the discussion on the Career Training Program proposal at the Deputies' Meeting on 9 January 1970, you requested that the Deputies provide any additional suggestions for changes in the paper. The DD/S and the Director of Training subsequently met with the DD/P, A/DD/P and Chief, Operational Services on 21 January at which time a number of points were discussed.
2. As a result of this discussion the 12 November version has been revised by the Director of Training in a new statement on the purposes and operation of the Program.
3. In order to conclude consideration of this subject, you may wish to have the revised paper considered by the Deputies at an early Deputies' Meeting. Mr. Cunningham urges that action be completed soon, as the January 1970 class will complete basic training on 17 March and interim assignments should be worked out on a basis consistent with any revision of the current Program.

John W. Coffey
Acting Deputy Director
for Support

Att: Memo for DD/S fr DTR, subj:
The Career Training Program
(Revised) w/atts

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Approved For Release 2003/04/29 : CIA-RDP84-00780R003700120008-3

DD/S 70-6937

DTR-4603

18 FEB 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The Career Training Program (Revised)

1. My review of the Career Training Program has now been completed. The attached "Statement of Purpose and Plan of Operation", dated 18 February 1970, incorporates the recommendations of the Deputy Directors, particularly those of Mr. Karamessines and yourself and is submitted for final approval. A summary of the revisions made in the paper is attached in order to facilitate your review.

2. Time has become a matter of considerable importance now. The Class of January 1970, for which we have been planning to initiate the interim assignment phase, will complete its basic training on 27 March. In order to move effectively into this phase, it will be necessary for senior officials and working supervisors throughout the Agency to be familiar with the over-all purpose and plan of the Program by the time we approach them concerning the interim assignments of individual trainees. Consequently, authority is requested for release at the earliest possible date of copies of the paper describing the Program. I believe that these should be distributed at least to the Deputy Directors, to their Office Directors and, in the Clandestine Service, to Staff and Division Chiefs. Ideally, the paper should also be available at branch chief level where the immediate supervision of trainees is most likely to take place.

3. This paper endeavors to convey a complete description of the Career Training Program. To my knowledge the Program has not been described so comprehensively nor in such detail in any paper for Agencywide dissemination. I regard this as particularly essential in view of the fact that many misconceptions and archaic ideas prevail throughout the Agency about the Program. This statement, hopefully, will provide more accurate and current perspectives. Should further

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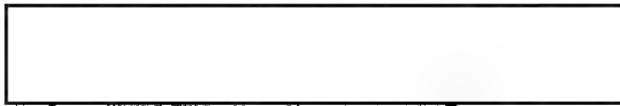
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SUBJECT: The Career Training Program (Revised)

explanations be considered desirable in the interest of better understanding and cooperation throughout the Agency, however, this might best be accomplished through briefings given at an early staff meeting of each of the Deputy Directors. Chief, Career Training Program or myself would be pleased to provide whatever explanations may be wanted.



25X1

HUGH T. CUNNINGHAM
Director of Training

Atts

- A. Outline of Revision
- B. CTP Statement, 18 Feb 1970
- C. CTP Proposal, 12 Nov 1969

Distribution:

- 0 & 1 - Addressee, w/atts
- 2 - DTR, w/atts (w/h)
- 2 - CTP, w/atts (w/h)

OTR/CTP:ATM/hwm (18 February 1970)

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18 February 1970

An Outline of Revisions of the Paper
"The Career Training Program -- A Proposal"
(dated 12 November 1969)

The paper, "The Career Training Program - Statement of Purpose and Operation", dated 18 February 1970 contains the following notable changes from the 12 November proposal:

Paragraph II. Management: Revised completely to specify the prerogative of a Directorate or Career Service to:

- a. determine the placement of a Career Trainee within its own structure;
- b. reject a Career Trainee judged not suitable for assignment;
- c. manage the Career Trainee along the lines of a short-term development plan devised in consultation with the Career Training Staff.

Paragraph IV. Appointment Grades and Promotion Policy:

Subparagraph A. is revised to provide for only one promotion for Career Trainees and to specify that subsequent promotions will be based on norms established by the Career Service into which trainees transfer from the Program.

Subparagraph E. is added to specify that the new promotion policy is to commence with the Career Training Class of January 1971 in view of the fact that understandings about the existing two promotion policy already have been reached with trainees selected for the July 1970 Class and with candidates awaiting our selection decision for that class.

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Paragraph V. Training: Subparagraph A. has been revised slightly to indicate that any change in the duration of the present three-month basic training cycle will be in the direction of shortening it.

Paragraph VI. Early Career Development:

Subparagraph A. 1. is revised to convey more clearly the nature of consultation between the Career Training Staff and Directorates in determining a trainee's general career projection in the Agency.

Subparagraph C. 1. is revised to reiterate the prerogative of the Directorate or Career Service to determine the assignment most appropriate for a given trainee.

Subparagraph C. 3. is deleted as the provision has already been stated in Subparagraph B. 2. above.

Subparagraph D. 1. and 2. are revised to provide that the trainee may remain on assignment in Career Training status for a period up to a year but may, by mutual agreement between the component and Career Training Staff, be transferred to the component's career service before the expiration of the year.

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18 February 1970

The Career Training Program

Statement of Purpose and Plan of Operation

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement and not supplant, the Agency's direct hiring of professional specialists.

II. Management

A. Selection and Training of Career Trainees

Responsibility for the selection and training of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from and consults with the Executive Director-Comptroller and the several Deputy Directors.

B. Assignments to Career Training Staff

The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and developing the initial placement of junior careerists. Such assignments should be of a rotational nature.

C. Initial Placement and Early Career Development

1. It is the responsibility of the Career Training Staff to recommend initial placement of Career Trainees within the Directorates based on their background, training record, specific qualifications, results of interim assignments, and suitable openings.

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2. Actual placement of Career Trainees is the responsibility of the Directorate or Career Service officials following consultation with representatives of the Career Training Staff. The component reserves the right to determine the suitability of the trainee for career assignment and to accept or reject him accordingly.

3. The Directorate or Career Service is responsible for early career development of the trainee based on a general plan devised in consultation with the Career Training Staff at the time of assignment.

4. The assignment is not confirmed nor the trainee accepted into the Career Service until the component is satisfied about the suitability of the trainee and the appropriateness of the assignment.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity; evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades

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become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. Thereafter, a Career Trainee will be promoted according to norms established by the particular Career Service into which he is accepted.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will become no less favorable for that group so long as it is on the current roster of the Program.

E. The first Career Training Class to which the above promotion policy will apply is that of January 1971.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U. S. in world affairs and its international activities; the purpose and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. Duration of this cycle normally will not exceed three months and may be shortened depending on evolution of content, teaching methods, and evaluation techniques. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of

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basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with component officials, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with an appropriate representative of the unit to which the trainee is assigned to acquaint him with the trainee's background, to discuss what each of them believes is achievable during the period of assignment in terms of the trainee's contribution to the work of the unit, and to provide a basis for familiarizing and evaluating the trainee during the period. Success in this depends upon the degree to which supervisors accept the responsibility to ensure experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

1. Upon the trainees' successful completion of the basic training cycle and interim assignments, a determination is made about the most appropriate career projection (Directorate) for each trainee. In making such determination, the Career Training Staff relies upon judgments of component representatives about their projected needs for junior officers and about a particular trainee's suitability as a result of their exposure to him during interim assignment. Also taken into account are the trainee's qualifications, training and interim assignment performance; psychological evaluation; and the trainee's preferences to the extent they are consistent with the Agency's needs and his own qualifications.

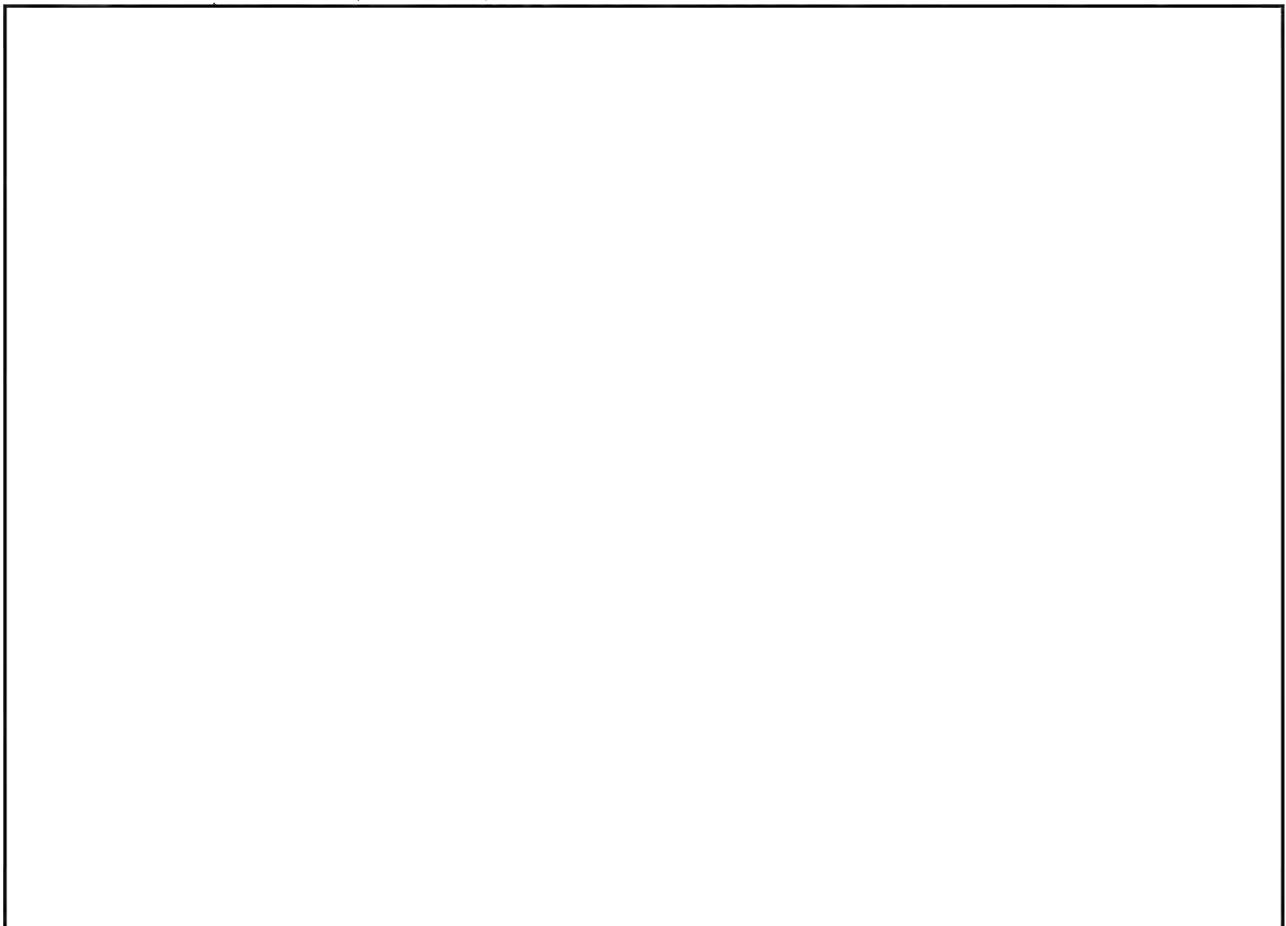
2. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case. The determination about a given trainee's career direction is not irrevocable but can be changed in the light of subsequent developments, particularly with regard to his performance in advanced training or initial assignment.

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C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed training sufficient to satisfy requirements for his being assigned on a full-time basis, the Career Training Staff notifies officials of the appropriate Career Service or Directorate of the trainee's availability and requests that he be considered for assignment which would best match the trainee's qualifications with the component's needs. It is the prerogative of the component to determine which assignment is most appropriate for a particular trainee.
2. An essential element in the effective implementation of the assignment, however, is the opportunity for personal consultation between the Career Trainee's Program Officer and his projected supervisor. The Program Officer is charged, first, with providing to the supervisor pertinent information about the trainee's background, performance to date, and personal characteristics. In addition, the Program Officer and supervisor together should devise a practicable short-term plan for the use and development of the trainee, including where feasible additional Agency and external training.

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D. Monitoring the Assignment

1. Once placed in his initial assignment, the trainee remains in Career Trainee status until appropriate officials in the operating component are satisfied that he is properly placed and eligible for transfer into the component's career service. Action to this end should be taken not later than one year following the assignment and can be accomplished earlier, if mutually agreeable. During this period both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about the trainee's effectiveness and his suitability for career development in the component.

2. If experience during this period reveals unsatisfactory aspects to the assignment, corrective action may be undertaken. Such action can include remedial training, reassignment within the component, and return to the Career Training Program for reassignment or separation from the Agency, as appropriate.

3. Once the Career Trainee is accepted by a Career Service, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as from other students, to assess the validity of its training programs.

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12 November 1969

The Career Training Program - A Proposal

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement, and not supplant, the Agency's direct hiring of professional specialists.

II. Management

Responsibility for the selection, training, initial placement, and early career development of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from, and consults with, the Executive Director-Comptroller and the several Deputy Directors. The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and assigning junior careerists. Such assignments should be of a rotational nature.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity;

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evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. They become eligible for a second promotion approximately one year from date of the first, again subject to satisfactory performance.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will apply to that group so long as it is on the current roster of the Program. It is essential that promotion policy for Career Trainees be observed uniformly throughout the Agency.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U. S. in world affairs and its international activities; the purpose

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and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. This cycle is presently twelve weeks long but may be modified as developments make appropriate. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with officials in operating components, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with the trainee's projected supervisor to acquaint him with the trainee's background and to fix upon a planned use of him allowing for some degree of responsible work and providing a basis for evaluation of his performance. Success in this depends upon the degree to which supervisors accept the responsibility to ensure meaningful and challenging experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

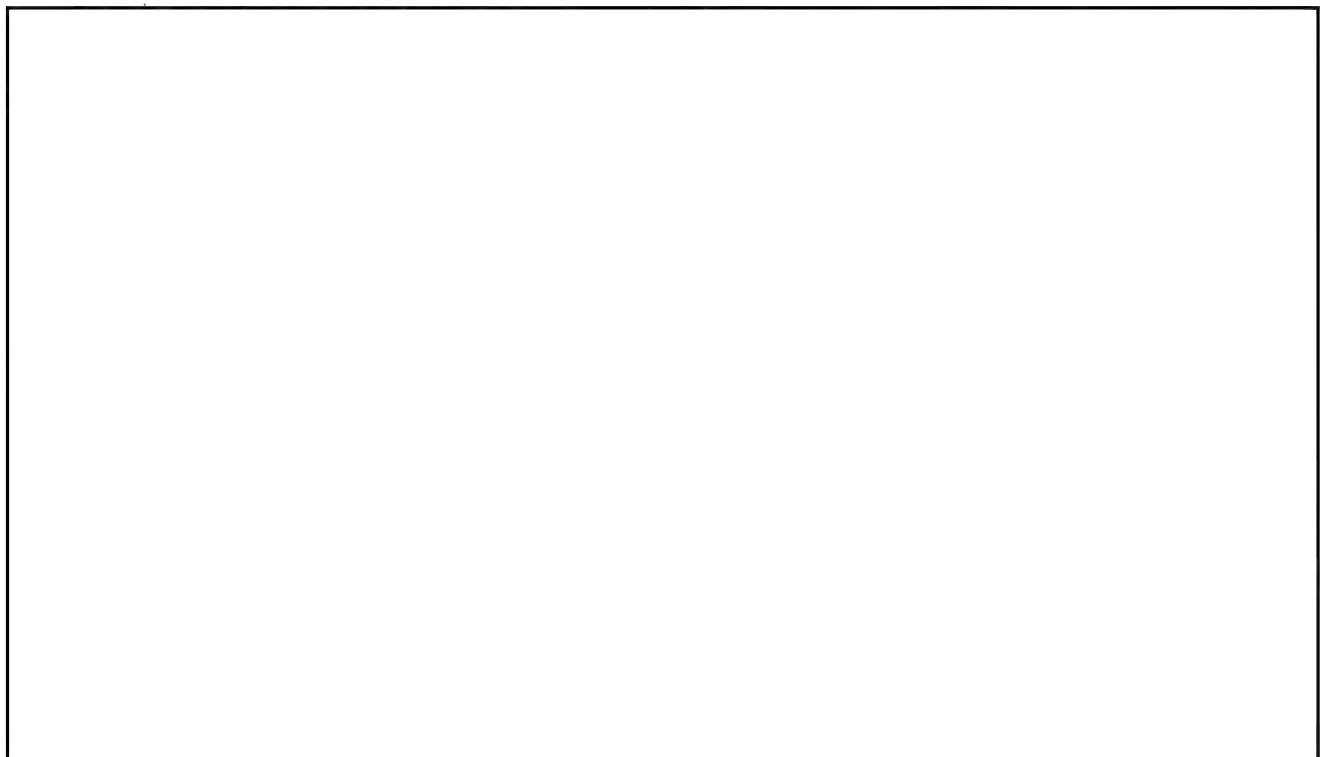
With findings in mind from the trainees' basic training and interim assignment performances, a determination is made by the Career Training Staff, in consultation with the trainee, about the most appropriate

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career projection (Directorate) for each trainee. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case.

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3. Additional training which is desired by an operating component but is not formally included in the Career Training Program, e.g., course work at outside institutions, language training, or other Office of Training courses, may be arranged in consultation with the Career Training Staff.

C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed sufficient training to satisfy requirements for his being assigned, a representative of the Staff confers with officials of an appropriate Career Service or operating component to determine the particular assignment which would best match the trainee's qualifications with the component's need for junior officers.

2. An essential element in the effective implementation of a proper assignment for the trainee is personal consultation between the Staff representative and the projected supervisor. The Career Training Staff

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representative is charged, first, with providing pertinent information and discussing the trainee's evaluative records with the supervisor, and second, with devising together with the supervisor a two- or three-year use and development plan for the trainee, including where feasible additional internal and external training.

3. In some instances, advanced training will take place prior to the trainee's being assigned, and in other instances it may be deferred to a more appropriate time.

D. Monitoring the Assignment

1. The trainee normally remains in Career Trainee status during the first year of his initial assignment. During this time both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about his effectiveness and his suitability for career development in the parent component. Adjustments can be made as dictated by circumstances and after discussions with interested officials. These adjustments include modification of assignment, remedial training, reassignment within the component or elsewhere in the Agency, or separation from the Agency.

2. If by the end of one year there is mutual satisfaction with the assignment and the proposed development of the trainee, he is transferred from the Career Training Program into a regular Career Service for further development as a professional officer.

3. Thereafter, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as other students, to assess the validity of its training programs.

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Mr. Coffey:

Shall I make a
copy of this memo for
DTR ?

Miriam

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Note --

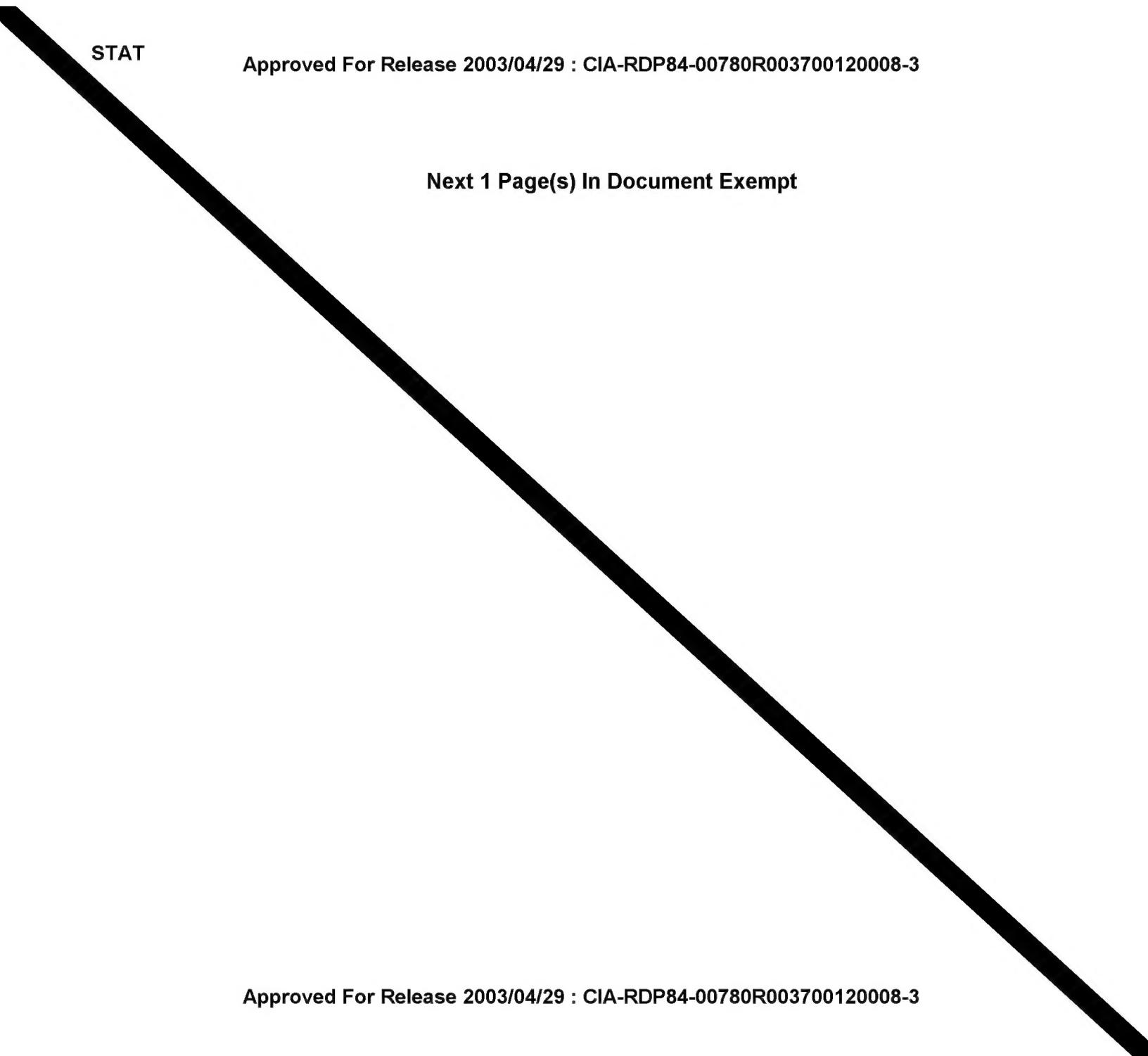
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If retyped, date of Attachment
should also be included.

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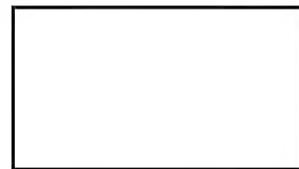
NOTE FOR: Mr. Coffey via Mr. [redacted]

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1. Attached is the DTR's revision of the 12 November 1969 paper on the Career Training Program. The revisions are consistent with the changes discussed by the DD/S, DD/P, A/DD/P, DTR and C/Opser on 21 January, as reflected in Mr. Bannerman's Diary Note and Mr. [redacted] Memorandum for the Record (also attached). 25X1

2. As the 21 January meeting was a referral from the Deputies' Meeting of 9 January, the subject presumably should be put on an early Deputies' agenda to finish the work of revision. There is attached for your signature a transmittal memorandum to the Executive Director-Comptroller proposing that this be done.

3. You may wish to use this memorandum to transmit the information copies of the paper; if so, copies should also go to the Inspector General, General Counsel and Director of Personnel who also attend the Deputies' Meetings.



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4/3 Atts

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- Att 1: Mr. [redacted] Memorandum for the Record
- 2: Mr. Bannerman's Diary Note
- 3: Memo to ExDir-Compt fr ADD/S
- 4: Memo to DD/S fr DTR w/atts

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